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К ВОПРОСУ ФОРМИРОВАНИЯ КОРПОРАТИВНОЙ КУЛЬТУРЫ РОССИЙСКИХ ГАЗОДОБЫВАЮЩИХ КОМПАНИЙ

Статья посвящена проблемам формирования корпоративной культуры в российских газодобывающих компаниях, преимуществам организационной структуры, корпоративных ценностей, человеческого капитала.

Корпоративная культура, человеческий капитал, творчество, этика, риски, безопасность

A.BEREZIN

THE PROBLEM OF CORPORATE CULTURE FORMATION IN THE SECTOR OF RUSSIAN GAS PRODUCING COMPANIES

Article is devoted to problems of formation of corporate culture in gas producing companies of Russia, advantages of organizational structure, corporate values, and human capital.

Corporate culture, human capital, creativity, ethics, risks, security

Gas producing company has significant number of European partners and is looking for partners around the world to cooperate in development. The main priority of the company is cooperation with global community in order to improve quality of

life in Russia through large-scale infrastructural projects. For example, the company participated in construction of pipelines and development of LNG network in Russia. Ideas of Organizational Behavior are very important for management of the company because professionals are main assets that benefit the company [2].

Structural frame is a scheme of an organization that shows place of every division or individual within the company and set of policies and rules that guide the process [1].

A structural scenario casts managers and leaders in fundamental roles of clarifying goals, attending to the relationship between structure and environment, and developing a clearly defined array of roles and relationships appropriate to what needs to be done [1].

Gas producing company a holding structure with number of research institutes and factories across Russia and partners in Europe. Headquartered in Moscow. The size of the company helps to decrease the cost of a final product. Research institutions and factories within the holding organized in divisional departmentation scheme.

The structure of the holding is tailored to conduct construction project efficiently at low cost and in a short period of time. Every construction project can be split into two main stages: design and construction, so the holding has two distinct types of entities: research and design institutions and factories that produce structures for future construction objects.

Structure of research and design institutions reflects different stages of design process. A project team, which includes engineers and architects, brainstorms several alternative variants for a future project. Ordinarily, any industrial project is composed of several block areas, such as electrics, ventilation, equipment, emergency evacuation, management project of construction, structures of a building, exterior and interior design, and on-site supervision (these parts of the project can be further subdivided). Architecture sets rules for everything within a project, but other parts can be developed separately. Therefore research and design institutions have multiple

departments so that every particular department dedicated to only small part of a project.

Every factory within the holding is similarly structured so that production of steel structures is efficient. The government regulation requires every factory provide a quality certificate for every structural elements. To ensure that structures adjust for production process, factories have their own department of research and design that develops a final stage of structural part of a project.

Cooperation between multiple research institutions and factories is a complex process, so, to be efficient, Gas company uses a software solution for management. As one of advantages of IT, software allows Gas producing company to create centralized system of resource management and coordinate supply of materials from headquarter; as a result the company buys big quantity of raw materials for a lower price than if the supply was directed individually from every factory.

Research institutions and factories within the holding organized in divisional departmentation scheme (see Table 1).

Tabl.1.

Research institutions of the holding organized in divisional departmentation scheme

The key advantages of divisional departmentation	The key advantages of divisional departmentation
<ul style="list-style-type: none"> •Clear division of responsibilities •A highly flexible and self-adapting system •Highly independent business units •Less load on top management •Simple communication networks •Personnel autonomy, high motivation. •Outsourcing of auxiliary processes •Potential engagement of consultants and experts •Greater efforts to develop solutions. 	<p>Negative sides of this scheme may include:</p> <ul style="list-style-type: none"> •High demand for managerial personnel •Higher costs due to overlapping functions •Difficulties in pursuing a single policy •Lack of personnel integration •Poor synergy •A tendency towards overcentralization •An inadequate level of responsibility. <p>Managerial decision makers do not participate in the further implementation process.</p>

Thus, top management should have a deep understanding of all economic processes that take place in the company's divisions.

Human resource frame perceives an organization as a family where every person fits a particular place in accord with his/her needs, skills, and relationships.

Human resource leader believes that people are the center of any organization. If people feel the organization is responsive to their needs and supportive of their personal goals, they will deliver commitment and loyalty [1].

High-qualified engineers and architects are very unique assets of Gas producing company. The company aligns its success with success of employees, so employees feel support and can undertake challenges that benefit the company. The dynamic development of the company dictates the need for a balanced personnel policy aimed at finding and attracting active creative youth. Systematic work with young professionals and young working people allows the company to save human resource at a level that ensures a high technical and economic performance of the company.

The company pays great attention to the adaptation and development of creativity of young professionals by bringing them to participate in conferences, seminars and competitions. One of the forms of work with young employees of the company is a regular meeting of young scientists and specialists. Meetings of young professionals have become a tradition - it not only motivates young professionals to develop and implement long-term projects in various areas of the company's activities, but also helps to shape the professional environment, create zones of corporate communications, develop creative potential, and contribute to the unification of the youth movement [5]. The main objectives of these activities are - on the one hand, the development of team spirit in young specialists of the Company, and on the other - to maintain and develop their creativity. To promote diversity and inclusion among employees, the company personnel policy encompasses continuing vocational training that give employees an opportunity to explore the world and experience different cultures.

Porter-Lawler Model of Motivation (Vacchio Model). The theory of motivation L. Porter - E. Lawler. Complex procedural motivation theory, known as the Porter model - Lawler, built on the basic elements of the theory of expectations and the theory of justice. Two researchers Lyman Porter and Edward Lawler developed a model to include the five variables: the effort, perception, results, satisfaction, and reward.

The content of the model of Porter-Lawler is the following: in order to achieve certain results and get a decent fee, a person expends effort, depending on his abilities, experience and qualifications. The size of the effort determines the value of remuneration. A significant impact on the results of man's consciousness has his role in the labor process. Just as in the theory of goal setting, compensation can be internal (satisfaction of the work performed, the sense of competence and self-affirmation) and external (rising wages, bonus, thanks to the head, promotion). Perception determines the remuneration level of satisfaction, which in turn will affect human behavior in the future [2].

Porter and Lawler on the basis of an analysis of the proposed model concluded that the impact of labor leads to satisfaction. This conclusion is fundamentally different from those positions, which were representatives of early theories of human relations, who believed that satisfied employees give better results.

Porter and Lawler's merit lies in the fact that their theory has made a major contribution to the understanding of motivation.

Political frame views organizations as roiling arenas, hosting ongoing contests of individual and group interests.

The political leader believes that managers have to recognize political reality and know how to deal with conflict. Inside and outside any organization, a variety of interest groups, each with its own agenda, compete for scarce resources. There is never enough to give all parties what they want, so there will always struggles [1].

The symbolic leader believes that the most important part of a leader's job is inspiration- giving people something they can believe in. People become excited about and committed to a place with a unique identity, a special place where they feel that what they do is really important. Effective symbolic leaders are passionate about making the organization unique in its niche and communicating that passion to others. They use dramatic symbols to get people excited and to give them a deep sense of the organization's mission. They are visible and energetic. They create slogans, tell stories, hold rallies, give awards, appear where they are least expected, and manage by wandering around [1].

Ethos of Russian Companies. Russian companies are inclined to support ethos with strategic and protocol and etiquette purposes. Because of that Russian businessmen and professionals can't easily connect "ethics", "risks", "security" and "improvement of production" into a conscious single system [3, 4]. Culture associated with the plans, expectations, dreams, exhortations, and specific rules of "good taste". In addition, Russian companies still have a entrenched belief that direct appeals to the conscience of individual employees can achieve more than by installing a culture in manufacturing, communications and business processes. Of course, if the corporate culture rests solely on direct appeals, it may, at some point, become completely unmanageable. In this case, neither the board of directors nor owners may want to deal with consequences. Experience shows that Russian companies are increasingly turning to corporate culture to solve their problems, and that domestic practice is dominated by two motives of creating corporate ethos [5]:

1. Access to the IPO, the need to meet international standards of doing business;
2. The need to improve the quality of personnel management - integration of the company (often in connection with the merger of assets, M & A), the introduction of uniform standards of conduct (standards), the formation of cultural identity.

One of the recent projects, pipeline power of Siberia, aimed to connect western Siberian gas fields with network of pipelines in China to deliver gas. This project will improve quality of life for Chinese cities where air is polluted because of exhaust gases from combustion of coal.

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ЭТИЧЕСКАЯ ЭКСПЕРТИЗА, МАТЕМАТИЧЕСКИЕ МОДЕЛИ И КОМПЬЮТЕРНЫЕ ТЕХНОЛОГИИ: ТОЧНАЯ ФОРМУЛИРОВКА ВОПРОСА «В ЧЕМ СМЫСЛ ЖИЗНИ?» И ОТВЕТА НА НЕГО НА ИСКУССТВЕННОМ ЯЗЫКЕ ДВУЗНАЧНОЙ АЛГЕБРЫ ФОРМАЛЬНОЙ ЭТИКИ

Предлагается формулировка вышеупомянутого вопроса и ответа на него («Смысл жизни в самой жизни») в алгебре формальной этики при помощи точных табличных определений моральных ценностных функций: «смысл, цель (чего, кого) s»; «жизнь (чего, кого) s»; «бытие (чего, кого) s в (чем, ком) w».

Алгебра-формальной-этики, ценностная-переменная, ценностная-функция, композиция, бытие-s-в-w, смысл, жизнь.

V. O. LOBOVIKOV

THE ETHICAL EXPERTISE, MATHEMATICAL MODELS AND COMPUTER SCENCIES

A precise formulation of the above-mentioned question and of the answer for it (“Sense of life exists in life itself”) is submitted in algebra-of-formal-ethics by means of precise tabular definitions of the moral-evaluation-functions: “sense, aim of (what, whom) s”; “life of (what, whom) s”; “s’-being-in-w”.

Algebra-of-formal-ethics, evaluation-variable, evaluation-function, composition, s’-being-in-w, sense, life